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SECRET

USIB/IRAC-D-22.1/14
20 May 1974

TAB A

20 May 1974

MILESTONES
FOR ACHIEVEMENT OF INDIVIDUAL OBJECTIVES AND SUB-OBJECTIVES
IN THE DCI'S
"OBJECTIVES FOR THE INTELLIGENCE COMMUNITY"
FOR FISCAL YEAR 1975

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Encl 1 (S-1022/100 12)

20 May 1974

SUBSTANTIVE OBJECTIVES

STATINT

OBJECTIVE NO. 1

Provide reliable, timely and comprehensive assessments of Soviet policies, and intentions, in the political, security and economic fields to include the dynamics of and factors affecting Soviet leadership and decision making.

MILESTONES

- | | |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 1 July 1974 | Issue DCI Key Intelligence Questions (KIQs) for FY 1975; assign individual KIQs to appropriate National Intelligence Officers (NIOs). |
| 1 September 1974 | Completion of baseline reports on each assigned FY 1975 KIQ. |
| 1 November 1974 | Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs. |
| 1 April 1975 | Report by the NIO office on implementing actions responding to any deficiencies cited in the 1 November KEP report. |
| 1 July 1975 | Issue DCI KIQs for FY 1976, and begin repeat of FY 1975 milestone process. |

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20 May 1974

OBJECTIVE NO. 2

and
anticipate
^

Provide reliable, timely and comprehensive data and assessments of current and future Soviet military and political capabilities to exert influence or power outside the USSR, especially with respect to the United States, its forces and its allies. In particular, monitor Soviet compliance with and positions with respect to the Strategic Arms Limitation (SAL) agreements, and the Limited Test Ban Treaty, and Mutual Balanced Force Reduction (MBFR) and similar negotiations.

Sub-Objective No. 2-A

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MILESTONES

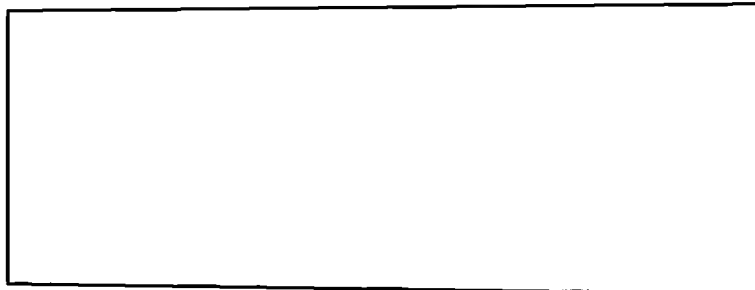
- | | |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 July 1974 | Issue DCI Key Intelligence Questions (KIQs) for FY 1975; assign KIQs related to the Soviet strategic threat and current and projected weapon systems to the National Intelligence Officer for Strategic Programs (NIO/SP). |
| 1 September 1974 | Completion of baseline reports for each assigned FY 1975 KIQ. |
| 1 November 1974 | Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs. |
| 1 April 1975 | Report by the NIO office on implementing actions responding to any deficiencies cited in the 1 November KEP report. |

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OBJECTIVE NO. 2

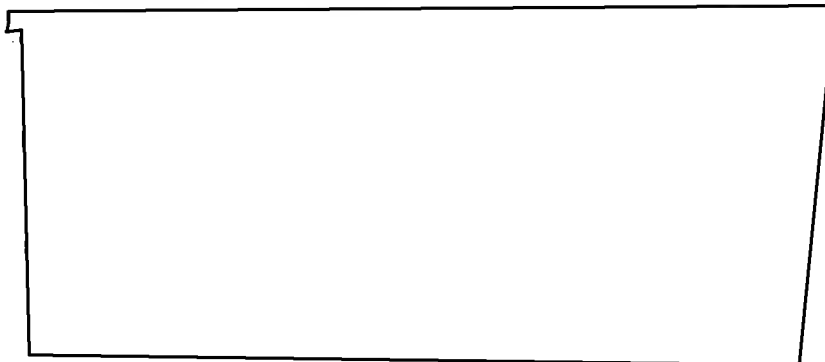
MILESTONES (Continued)



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1 July 1975

Issue DCI KIQs for FY 1976, and begin repeat of FY 1975 KIQ-related milestone process.



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OBJECTIVE NO. 2

Sub-Objective 2-B

MILESTONES

1 October 1974

Complete terms of reference for review and assessment of the adequacy of current and programmed Community collection and processing capabilities directed toward identification and evaluation of the following advanced technologies in which a breakthrough or development of an operational application would have a significant impact on the strategic balance:

1 January 1975

five
^

Complete review of baseline knowledge in the ~~four~~ fields listed above; identify information gaps which exist because of current collection capability deficiencies.

1 April 1975

1 July 1975

1 October 1975

Presentation of program alternatives based on the reviews identified in the 1 October milestone in terms of technical capabilities and feasibilities and resource requirements.

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20 May 1974

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OBJECTIVE NO. 2

Sub-Objective No. 2-C

Improve US capabilities to size and assess Soviet and Warsaw Pact general purpose forces, particularly as necessary to support Mutual Balanced Force Reduction (MBFR) negotiations.

MILESTONES

1 July 1974	Issue DCI Key Intelligence Questions (KIQs) for FY 1975; assign KIQs for Soviet and Warsaw Pact general purpose forces to the National Intelligence Officer for Conventional Forces (NIO/CF)
1 September 1974	Completion of baseline reports on each assigned FY 1975 KIQ.
1 November 1974	Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs.
1 April 1974	Report by the NIO office on implementing actions responding to any deficiencies cited in the 1 November KEP report.
1 July 1975	Issue DCI KIQs for FY 1976, and begin repeat of FY 1975 milestone process.

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20 May 1974

OBJECTIVE NO. 3

Provide reliable, timely and comprehensive data and assessments of Chinese internal and external policies and capabilities with respect to the United States, its allies and the USSR.

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Sub-Objective No. 3-A



*and the
military
development
programs*

Sub-Objective No. 3-B

Improve US capabilities to assess the military capabilities of the People's Republic of China.

MILESTONES For Sub-Objectives 3-A and 3-B

- | | |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 1 July 1974 | Issue DCI Key Intelligence Questions (KIQs) for FY 1975; assign individual KIQs to appropriate National Intelligence Officers (NIOs). |
| 1 September 1974 | Completion of baseline reports on each assigned FY 1975 KIQ. |
| 1 November 1974 | Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs. |
| 1 April 1975 | Report by the NIO Office on implementing actions responding to any deficiencies cited in the 1 November KEP report. |
| 1 July 1975 | Issue DCI KIQs for FY 1976 and begin repeat of FY 1975 milestone process. |

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OBJECTIVE NO. 4

Provide reliable, timely and comprehensive data and assessments on political and security situations or crises significantly affecting US interests or requiring US action (e.g., Arab-Israeli relations, South and Southeast Asia, the European Community, Latin America) *including improved strategic warning.*

Sub-Objective No. 4-A

Improve US capabilities to *anticipate and* assess other foreign and international political developments of significant policy interest to the United States (e.g.

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MILESTONES

- | | |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 1 July 1974 | Issue DCI Key Intelligence Questions (KIQs) for FY 1975; assign individual KIQs to appropriate National Intelligence Officers (NIOs). |
| 1 September 1974 | Completion of baseline reports on each assigned FY 1975 KIQ. |
| 1 November 1974 | Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs. |
| 1 April 1975 | Report by the NIO office on implementing actions responding to any deficiencies cited in the 1 November KEP report. |
| 1 July 1975 | Issue DCI KIQs for FY 1976, and begin repeat of FY 1975 milestone process. |

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OBJECTIVE NO. 4

Provide reliable, timely and comprehensive data and assessments on political and security situations or crises significantly affecting US interests or requiring US actions (e.g., Arab-Israeli relations, South and Southeast Asia, the European Community, Latin America.) *including improved strategic warning.*

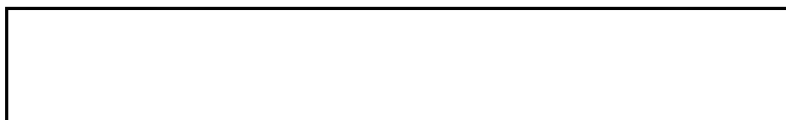
Sub-Objective No. 4-B

assessments of international situations and

Enhance Intelligence Community capabilities to provide timely warning of impending crises and take such actions as are necessary to improve performance of the Community during crisis periods.

MILESTONES

1 August 1974



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Complete arrangements for development of contingency collection plans for potential crisis areas.

1 November 1974

Complete review of the initial phase of activity under the USIB-approved National Operations and Intelligence Watch Officers Net (NOIWON); initiate such improvements as are appropriate.

1 January 1975

Complete USIB action on a reorganization of the Watch Committee and the National Indications Center, and on recommendations to enhance the Community's ability to issue clear and timely warnings.

1 February 1975

Complete the preparation of contingency collection plans for potential crisis areas.

1 April 1975

Complete a feasibility study and test on the use of CRT, plus secure voice communications and a computer interlinkage, for text editing by conference.

1 July 1975

Complete arrangements for functioning of a National Operations and Intelligence Analysts Net (NOIAN) on a secure communications net.

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20 May 1974

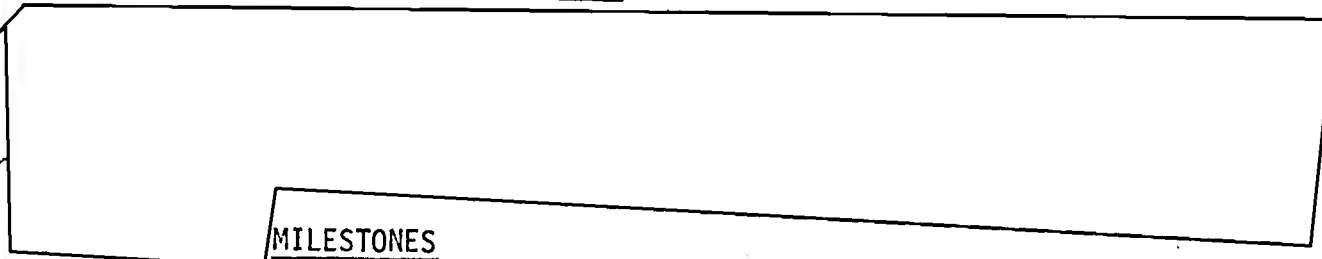
OBJECTIVE NO. 5



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Sub-Objective No. 5-A



MILESTONES

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|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 July 1974 | Issue DCI Key Intelligence Questions (KIQs) for FY 1975 assign individual KIQs on economic/energy matters to appropriate National Intelligence Officers (NIOs). |
| 1 September 1974 | Completion of baseline reports on each assigned FY 1975 KIQ. |
| 1 November 1974 | Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs. |
| 1 April 1975 | Report by the NIO office on implementing actions responding to any deficiencies cited in the 1 November KEP report. |
| 1 July 1975 | Issue DCI KIQs for FY 1976, and begin repeat of FY 1975 milestone process. |

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20 May 1974

OBJECTIVE NO. 5

[Redacted]

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Sub-Objective 5-B

[Redacted]

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MILESTONES

1 August 1974 Approval by the Director of Central Intelligence of an integrated Economic Intelligence Plan responding to this objective.

30 October 1974 Convene a first meeting of the rejuvenated Requirements Advisory Board (RAB).

30 November 1974

[Redacted]

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15 January 1975 Complete a review of all political/economic guidance provided to the National Security Agency; achieve a prioritization of these tasks.

1 April 1975

[Redacted]

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20 May 1974

RESOURCE MANAGEMENT OBJECTIVES

OBJECTIVE NO. 6

Evaluate and determine the performance of the Intelligence Community in meeting the substantive objectives contained in the FY 1974 Key Intelligence Questions and report the conclusions to the National Security Council Intelligence Committee for review and comment.

MILESTONES

- | | |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 November 1974 | Completion by the Intelligence Community Staff of the KEP I pilot program performance report on FY 1974 KIJs, including recommendations to correct identified deficiencies in the process during 1975 as appropriate. |
| 15 January 1975 | Review by the National Intelligence Officers of interim performance against the FY 1975 KIJs. |
| 1 September 1975 | Completion by the NIO's and the Intelligence Community Staff of the KEP II performance report on KIJs for FY 1975. |

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20 May 1974

OBJECTIVE NO. 7

Review the program of the Intelligence Community in the Intelligence Resources Advisory Committee and submit to the President, through the Office of Management and Budget, recommendations for a consolidated intelligence program budget, including tactical intelligence.

~~Present and~~ Support the approved budget ~~to~~ the Congress *as before* *required.*

Sub-Objective No. 7-A

Conduct studies and analyses to support program reviews under the sponsorship of the Intelligence Resources Advisory Committee (IRAC).

MILESTONES

NOTE: Specific milestones will be established for each issue study undertaken by the IRAC Working Group.

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20 May 1974

OBJECTIVE NO. 7

Review the programs of the Intelligence Community in the Intelligence Resources Advisory Committee and submit to the President, through the Office of Management and Budget, recommendations for a consolidated intelligence program budget, including tactical intelligence. ~~Present and~~
Support the approved budget ~~to~~ ^{before} the Congress ~~as required~~.

Sub-Objective 7-B

^{alternative}

together with
^

Evaluate and review ^{alternative} proposals for new or improved collection systems ~~against~~ companion proposals for the effective processing and analysis of data to be collected.

MILESTONES

NOTE:

Specific milestones will be established as proposals are introduced by individual program managers.

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20 May 1974

OBJECTIVE NO. 7

Review the programs of the Intelligence Community in the Intelligence Resources Advisory Committee and submit to the President, through the Office of Management and Budget, recommendations for a consolidated intelligence program budget, including tactical intelligence. ~~Present and~~ Support the approved budget ^{before} to the Congress ^{as required}.

Sub-Objective No. 7-C

In conjunction with the DoD (and Department of State)

^ Prepare and submit the consolidated Foreign Intelligence Program Budget Recommendations (NFIPBR) for FY 1976.

MILESTONES

1. September 1974	Commence preparation of NFIPBR.
15 November 1974	IRAC DCF review draft NFIPBR ^{submitted to DCI} .
22 November 1974	Distribute draft NFIPBR.
27 November 1974	IRAC meeting to review ^{reclamas} NFIPBR.
5 December 1974	Submission of NFIPBR to the President.

SECRET

20 May 1974

OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advise and assistance of the United States Intelligence Board, with respect to:

- a. The production of national intelligence responsive to Key Intelligence Questions (KIQs), developed from Presidentially approved substantive objectives and approved by the National Security Council Intelligence Committee;
- b. Formal and informal collaboration of the individual agencies and staffs of the Intelligence Community, to ensure the objectivity and clarity of intelligence products;
- c. The interaction of national and tactical intelligence;
- d. The proper integration of all intelligence to produce the best possible results;
- e. The protection of intelligence sources and methods; and
- f. Longer-term projection for planning of intelligence needs in the years ahead.

g. *Insure proper allocation of resources between national, Departmental, and tactical intelligence.*

Sub-Objective No. 8-A

Increase Community participation in the production of national intelligence and enable reduction in the number of serialized publications by developing a family of coordinated national intelligence products which will use the analytic capabilities of the individual departments and agencies to best advantage.

- h. *Formal and informal collaboration of the individual agencies and staffs of the IC to eliminate unnecessary duplication of effort.*

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MILESTONES*

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|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 July 1974 | Complete the test period for the National Intelligence Bulletin, a daily publication; begin regular publication. |
| 1 January 1975 | Complete USIB action on arrangements for publication of a National Intelligence Situation Summary during crisis periods. |
| 1 July 1975 | Obtain from Intelligence Community production organizations a report on the impact which the family of national intelligence products has had on their serial publication programs. |

* Other members of the national intelligence product family, not mentioned in the milestones because they already are being published are:

National Intelligence Estimates (NIEs)
Special National Intelligence Estimates (SNIEs)
National Intelligence Analytical Memoranda (NIAM)

SECRET

20 May 1974

OBJECTIVE No. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

Sub-Objective 8-B

Preparation by the Director of the National Security Agency of the first integrated long-term SIGINT plan.

MILESTONES

- | | |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 July 1974 | Completion of the initial draft of the plan, which will balance all current and projected requirements and priorities with postulated constraints, will address all SIGINT capabilities and direct support resources, and will consider processing and presentation as well as collection activities. |
| 1 November 1974 | Approval of the plan by the Secretary of Defense, and concurrence by the Director of Central Intelligence. |

NOTE: A follow-on sub-objective or additional milestones may be developed, dependent upon actions approved as a result of recommendations surfaced in the plan.

The approved plan will be used as a guidance document for program development as part of the normal fiscal guidance/budget review process.

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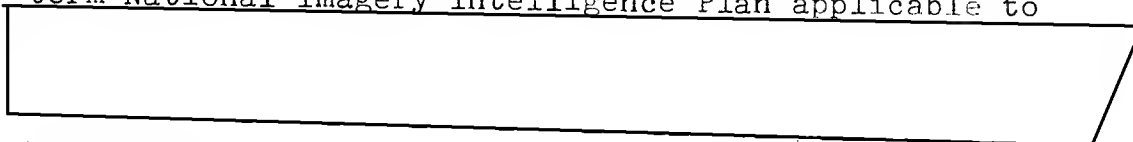
20 May 1974

OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

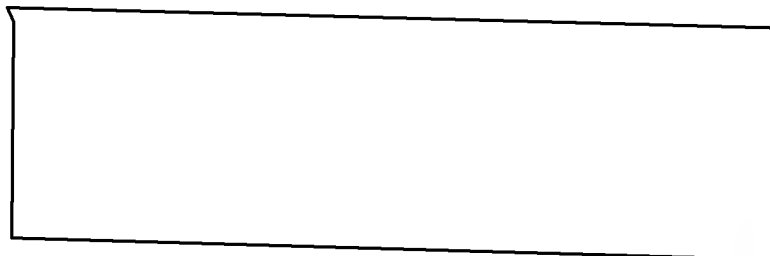
Sub-Objective No. 8-C

Preparation, under ExCom auspices, of the first long-term National Imagery Intelligence Plan applicable to



MILESTONES

1 July 1974



1 October 1974

Develop terms of reference for the National Imagery Intelligence Plan for approval at the November ExCom meeting.

1 July 1975

Complete the interim report on the plan for presentation at the July 1975 ExCom meeting.

1 October 1975

Complete development of the plan for presentation at the November 1975 ExCom meeting.

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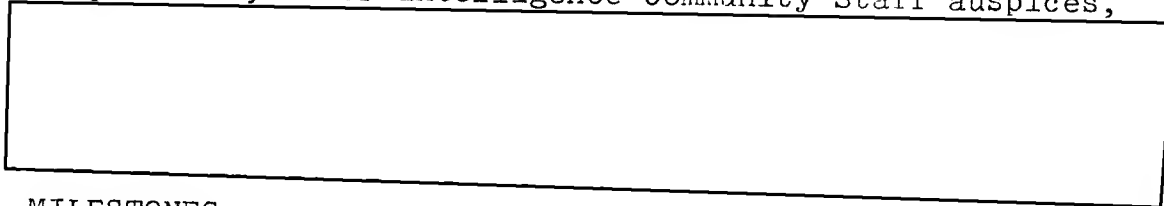
20 May 1974

OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

Sub-Objective No. 8-D

Preparation, under Intelligence Community Staff auspices,



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MILESTONES

1 July 1975

Reconstitute the USIB Human Sources Committee on a permanent basis, with broad responsibilities to review and making recommendations concerning human source collection programs.

1 October 1974



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1 January 1975

Complete a review of the adequacy of substantive communication between human source collectors and production analysts and, as appropriate, develop mechanisms to improve such communication.

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OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

Sub-Objective 8-E

Improve the interface between national and tactical intelligence activities in the interest of providing ~~maximum~~ ^{proper level} support for both national intelligence users and the operational field commands and embassies without unnecessary redundancy in use of resources. (This is seen as a three-year program.)

MILESTONES

- in
- | | |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 July 1974 | Working concert with the Joint Chiefs of Staff, establish: (1) a joint national/tactical intelligence requirements task group to identify the peacetime, contingency and wartime essential elements of information of a representative military field commander; (2) a national intelligence capabilities task group to determine and quantify the capabilities of national intelligence systems to satisfy the intelligence needs of military commanders; (3) a joint task group to design and establish a common data base to incorporate identified tactical and national intelligence resources and to support the two substantive task groups. |
| 1 September 1974 | Initiate combined functioning of the requirements task group and the capabilities working group. |
| 1 October 1974 | Complete statement of the representative military commander's intelligence requirements and the national intelligence capabilities to respond to those requirements. Utilizing lessons learned in representative command test effort, initiate requirements/capabilities study of remaining areas. |
| 1 February 1975 | Initiate combined functioning of the requirements and capabilities working groups. |
| 1 July 1975 | Formulate recommendations in consultation with the Joint Chiefs of Staff and the Secretary of Defense to enhance assurance that the needs of national intelligence and of military operations are met without unnecessary duplication |

20 May 1974

OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

Sub-Objective No. 8-F

Improve the protection of intelligence sources and methods.

MILESTONES

Presentation and defense before Congress of recommendations for legislation to strengthen the protection of intelligence sources and methods.

NOTE: Such legislation already has been drafted. Specific milestone dates will depend upon action regarding this proposed legislation by the Executive Branch and the Congress.

1 January 1975

Have in operational use the initial elements of a Community Limited Access Intelligence Register (CLAIRE) as an unclassified automated system handling authorization lists for sensitive intelligence projects or topics.

20 May 1974

OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

Sub-Objective No. 8-G

Provide longer-term projection for planning of intelligence needs in the years ahead.

MILESTONES

1 August 1974	Disseminate the DCI Perspectives for Intelligence Planning.
1 October 1974	Complete the DCI Annual Report on the Intelligence Community.

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20 May 1974

OBJECTIVE NO. 9

Stimulate research, development and the application of techniques and procedures to improve intelligence collection, processing, analysis, production and presentation, with particular attention to product improvements and cost savings.

Sub-Objective 9-A

Formulate an overall research and development strategy to facilitate the focus of promising R&D activities and programs on identified collection, processing and analytic deficiencies and to ensure that intelligence program managers have full knowledge of technologies and technological advances available for application to their problems.

MILESTONES

- | | |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 November 1974 | Obtain from the Intelligence Research and Development Council of the IRAC, a report on on-going R&D activities, projected over a five-year period, which have application to the National Foreign Intelligence Program, including identification of sponsor, the R&D organization involved, associated costs, and expected application. |
| 1 January 1975 | Provide the IRAC R&D Council a listing of major intelligence problems expected to arise in the post-1980 period, solution to which is not foreseen as a result of the projects listed in the 1 November report described above. |
| 1 April 1975 | Obtain from the IRAC R&D Council recommendations for R&D efforts which offer promise of responding to problems described in the 1 January listing. |
| 1 July 1975 | Obtain from the IRAC R&D Council a report listing major US R&D needs, response to which could be significantly advanced by enhanced knowledge of foreign technological achievements and methodologies. |

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20 May 1974

OBJECTIVE NO. 9

Stimulate research, development and application of techniques and procedures to improve intelligence collection, processing, analysis, production and presentation, with particular attention to product improvements and cost savings.

Sub-Objective 9-B

Improve techniques for information handling and presentation, and develop new approaches to the analysis and presentation of intelligence data through the application of advances in information science and man-machine relationships. (This is seen as a continuing long term effort.)

MILESTONES

- 1 October 1974 Completion by the USIB Intelligence Information Handling Committee (IHC) of an inventory of national Intelligence Community (a) data systems and substantive files, (b) related applications methodologies, and (c) telecommunications systems.
 - 1 January 1975 USIB approval of recommendations for coordinated development of computer terminal and telecommunications programs for the Community, with particular emphasis on the use of terminals to exchange crisis management information and to perform indications and warning functions.
 - 1 April 1975 USIB consideration of recommendations for coordinated community action in which member agencies, as a service of common concern, accept responsibility for the production and maintenance on a timely basis of selected major files that are of continuing interest to community intelligence production analysts.
 - 1 July 1975 Report to the USIB on new approaches to employment of information media techniques and technology and related ongoing R&D to extend user and analyst capacity for analyzing, perceiving and understanding intelligence information.
- Complete such studies as are necessary to provide overall policy guidance to the Community on the further improvement of information handling techniques to assist intelligence analysts in providing and presenting more timely and useful intelligence products.

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1. Ref page A-4:

a.

b.

- c. Recommend entry opposite 1 July 1975 be changed to read:
"Complete a Community assessment...US intelligence through effective production; submit appropriate recommendations for improvement in production capabilities for USIB and IRAC...."

REASON: As an overall comment, the document consistently stresses "collection", almost to the point of implying that the purpose of intelligence is to collect information. To insure that the "production" aspects of intelligence are not slighted, it is believed it should be specifically mentioned in appropriate places. Item c above might suffice rather than including production in items a and b; on the other hand, if items a and b are re-written as recommended, then item c might have to be completely reevaluated as to what would be desired.

2. Ref page A-8, recommend entries opposite 1 August 1974 and 1 February 1975 be changed to read: "...contingency collection and production plans..."

REASON: To insure that production requirements are not slighted.

3. Ref page A-10, recommend entry opposite 1 April 1975 be changed to read: "Completion by the NIO. [redacted] and appropriate production requirements."

REASON: Same as above.

TAB B

4. In several entries (pages A-1, A-2, A-5, A-6, A-7, A-9), the Milestones described for 1 November 1974 will not be possible/applicable because the Pilot Run KEP is not being applied to the Objective cited.
5. In several entries (pages A-1, A-2, A-5, A-6, A-7, A-9), the Milestones described for 1 April 1975 are incorrect. The description should read "Begin report by the NIO office on performance resulting from actions responding to any deficiencies cited in the 1 September baseline report." The incorrect description could be dated about 1 December 1974, and then read "Report by the NIO office on implementing actions responding to any deficiencies revealed by the KEP Pilot Run."
6. Page A-11: the objective statement implies that performance against all KIQ FY 74 will be evaluated. INSERT . . . in meeting sample objectives from the substantive objectives . . .

EXECUTIVE SECRETARIAT

Routing Slip

TO:		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI				
3	S/MC				
4	DDS&T				
5	DDI				
6	DDM&S				
7	DDO				
8	D/DCI/IC	✓			
9	D/DCI/NIO				
10	OGC				
11	OLC				
12	IG				
13	Compt				
14	D/Pers				
15	D/S				
16	DTR				
17	Asst/DCI				
18	AO/DCI				
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SUSPENSE		Date			

Remarks:

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